

Winning business



A step-by-step guide to a wide range of business opportunities for the London 2012 Olympic and Paralympic Games



Lloyds TSB | Commercial

WINNING BUSINESS Contents



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“A winning combination”



The London 2012 Olympic and Paralympic Games are about much more than 26 days of elite sporting competition. They present a unique opportunity for our country, people and businesses to demonstrate their finest qualities on a world stage, and they will leave a valuable legacy.

As official bank to the London 2012 Games and first national sponsor, Lloyds TSB is integral to the successful delivery of these events. We will help companies like yours, across the UK, to make the most of the business opportunities generated nationwide, and in doing so they will become better businesses with a long-term and global outlook. We are also committed to actively supporting our communities and ensuring they benefit as much as possible, over the next three years and beyond.

We are proud of our involvement with the London 2012 Games. It's all about commitment and self-belief – qualities that all great athletes share and that drive success in every walk of life. Apply them to the business opportunities created by the London 2012 Games and the host of peripheral activities and related development projects, and you have a truly winning combination.

**Truett Tate, Group Executive Director,
Wholesale Division, Lloyds Banking Group**

“A national opportunity”



Delivering the London 2012 Games requires a huge range of goods, works and services from an equally wide variety of businesses – from construction, engineering and manufacturing to creative, merchandising and retail.

Just as we prepare to give the athletes the best possible chance of performing at their peak in 2012, we are also offering the whole of British industry a unique opportunity to be part of our journey and to create a lasting legacy of skilled businesses, fit and ready to compete on the global stage.

Throughout the LOCOG procurement process, we expect to award many millions of pounds worth of contracts. The London 2012 Games will provide business benefits across the UK. And any business involved in the events, even if only in a small way, will find the increase in staff morale, productivity and drive to be both invaluable and enduring.

Gerry Walsh, Procurement Director, LOCOG

“Backing Britain for 2012”



The London 2012 Games will be the biggest event the UK has ever seen. With their global exposure and a ripple effect throughout the economy, they will be an inspiration to every Briton and every business. As official bank to the London 2012 Games,

Lloyds TSB is uniquely placed to support those businesses that are eager to make their own contribution in many different ways leading up to London 2012.

The organisers have been clear that they want companies of all sizes, and from all over the UK, to be on the supplier roster. But the opportunities extend well beyond this: there will be a massive tourism boost and heavy use of transport and logistics throughout the UK; a digital Games will provide many innovative opportunities; all aspects of security business will be busy; Training Camps for the competing teams need preparing and servicing, and the Olympics Torch Relay will herald the 2012 Games and provide a focus for regional activity.

But, like the athletes, businesses need to be fit to compete. Lloyds TSB will continue to help companies prepare to join that roster and gain other opportunities.

As an introduction to the processes behind becoming a supplier and how to secure other opportunities, this guide is designed to support you in realising your own potential. With our help, you can play a key role in an event that will impact this country economically, socially and creatively for many years to come.

**Chris Daniels, Head of London 2012 Activation,
Wholesale Division, Lloyds Banking Group**



Getting started

Various tools and resources are available to help you prepare for, identify and win new business opportunities.

Two agencies are primarily responsible for delivering the London 2012 Olympic and Paralympic Games:

The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) Responsible for preparing and staging the 2012 Games, LOCOG will award most of the contracts for services to achieve this. Major procurement accelerated in 2010 and continues into 2011, with many opportunities across a wide range of sectors. LOCOG is also responsible for staging test events in the year prior to the Games, recruiting and training volunteers and overseeing the four-year Cultural Olympiad.

The Olympic Delivery Authority (ODA) The public body responsible for developing and building new infrastructure and venues and planning their long-term use. The ODA's major projects are being managed by a delivery partner, which handles tenders from interested contractors.

Other important players include:

The London Development Agency (LDA) Working with local boroughs and groups to boost skills, employment and volunteering.

Regional Development Agencies (RDAs) Offering help and advice to businesses, these manage www.businesslink.gov.uk in England, the official government website for businesses of all sizes. Similar business support agencies in other regions include

Watching out for you

As well as being a national partner of the Games, Lloyds TSB provides the banking services for LOCOG and the ODA. This makes us uniquely placed to support businesses as they bid for contracts. We are also supporting the communication of these opportunities by monitoring the contracts that are published, to ensure our business customers don't miss out.

Business Gateway in Scotland, Flexible Support for Business in Wales, and Invest Northern Ireland.

Local authorities are also increasingly taking a role in procurement, particularly around the London 2012 big screen "Live Sites" and pre-Games training venues for foreign Olympic and Paralympic teams. With the UK Government's Comprehensive Spending Review, RDAs will gradually morph into Local Enterprise Partnerships over the course of 2011, which will aim to create the conditions for businesses to thrive and prosper.

The supply chain

London 2012 buys and manages a comparatively small number of "tier one" contracts. These are opportunities to supply them – the end client – directly, through the overall construction of venues, for example. However, most opportunities for SMEs are likely to lie further down the supply chain.



Where and when?

There are still many opportunities in the London 2012 supply chain, but there's no time to lose when getting fit to tender.

While work on the London 2012 Games sites is already well advanced, there are still many

Nationwide opportunities

The London 2012 Games will have an impact on businesses and communities across the UK. The Nations and Regions Group will ensure all regions of England, Scotland, Wales and Northern Ireland can get involved and benefit.

It is estimated that around 75,000 companies will have won work over the lifetime of the London 2012 Olympic and Paralympic Games. The opportunities filter down through a long supply chain of goods and services, covering sectors from transport and telecoms to food and drink, fashion, security, music and media.

Source: LOCOG, March 2010

opportunities in the wider supply chain and elsewhere for businesses large and small.

ODA infrastructure contracts have already contributed a huge sum to the British economy, and LOCOG expects to have procured an additional £700m by July 2012. However, contractors also need to procure services, forming a lucrative supply chain of opportunities.

Direct contracts, such as those for venue construction or security, lead to many sub-contracting opportunities for experts in a range of areas, from electricians to transportation. Indeed, there are seven tiers of contracts as those sub-contractors in turn require more services to allow them to perform to the best of their ability.

Businesses should be actively networking with those higher in this supply chain to understand exactly where these exciting opportunities can be found.

LOCOG's contracts fall under eight key categories:

- Artists and events
- Security
- Services
- Soft facilities management and catering
- Sports
- Technology
- Transport
- Venues

Everything from seating and equipment to souvenirs must be ordered and arranged, in time and to budget, and events will be held right across the UK – from sailing in Weymouth to the football ground at Hampden Park in Glasgow.

Don't delay

Most facilities need to be equipped a year in advance. Businesses should act now to join the race for opportunities and ensure that they are fit and ready to supply.



Join the race

Register your business on CompeteFor and start searching for, and winning, contracts to provide supply chain products and services.

The London 2012 Business Network – www.london2012.com/business – is the business network of choice for supply chain contracts, aiming to ensure that work on the London 2012 Olympic and Paralympic Games is spread as widely as possible.

What is CompeteFor?

Accessed via www.competefor.com, CompeteFor enables contractors to advertise jobs and suppliers to highlight their capabilities. Businesses can search for the available contracts that they are equipped to deliver, whether to LOCOG, the ODA or any first-tier London 2012 contractor.

Think of it as a business dating agency: either side can specify the attributes they are seeking in a partner and see companies and contracts that fit those specific criteria. It enables contractors to narrow down their search ahead of the formal tender process or to uncover

new companies to work with. Suppliers, meanwhile, can search for opportunities available in the supply chain and ensure that they meet the requirements. But think outside the box. Many companies who win contracts will need help to supply the needs of the London 2012 Games due to its sheer scale. Successful users of CompeteFor monitor the site to see which companies are winning contracts in their sector, and often directly offer outsourcing

£5bn
of contracts have already been awarded

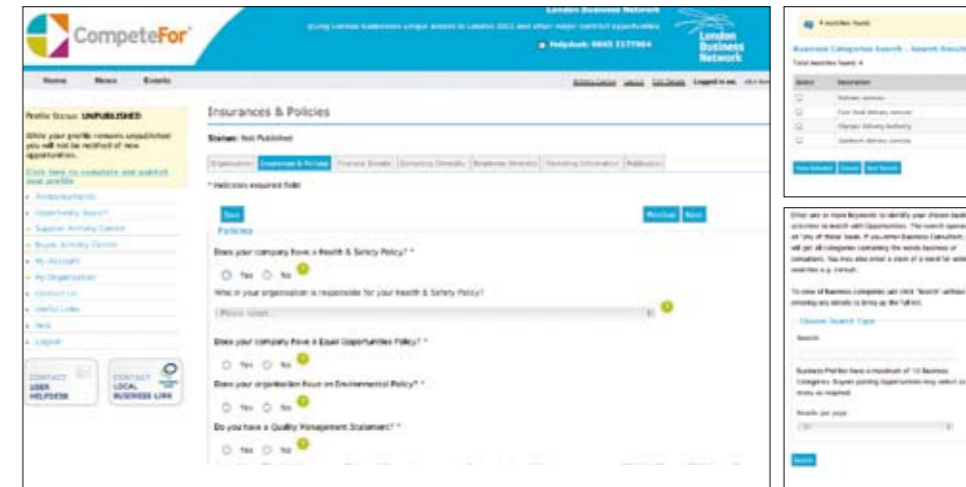
Source: LOCOG annual report, 2009-2010

or partnerships. By keeping a close eye on what's going on, companies can often work out where other opportunities may lie. It is also worth noting that over 90 per cent of CompeteFor opportunities are not associated with the London 2012 Games at all – so there is a lot of work available via this portal. It is fast becoming the business network of choice.

Using CompeteFor

Before you can start searching for opportunities, you need to register your business and complete a profile. This is our guide to doing so. First, you'll need to prepare your pitch.

You'll need information such as data on staff numbers and turnover (with forecasts for the year ahead); information about any big contracts you've won in the past; details such as your company number, VAT registration and business insurance policies; and a summary of skills and capabilities.



1 Sign up

Visit CompeteFor and click on the "register" tab to fill in basic contact and log-in details.

2 Your profile

Once registered, click one of the links to "complete and publish your full business profile".

3 Define yourself

The "business categories" section is especially important. There are hundreds of fixed categories, from which you can pick up to ten for your profile.

4 Minimum requirements

Health and safety, quality and equal opportunities policies are essential, and Lloyds TSB can help you to ensure they

are all in order. If you can't say "yes" to all of the questions in this section – or you lack appropriate professional indemnity and public liability insurance – contact Lloyds TSB for further guidance.

5 Your finances

Procurement best practice means that you can only bid for a job if your turnover is at least four times the contract value. Be honest about your finances, but don't be shy about your forecast turnover.

Lloyds TSB is on hand to help guide you through the issues and tighten up core financing arrangements.

6 Diversity

You will be asked about the diversity of the people who own and work in your business, with questions covering gender, race, religion and sexual

orientation. However, this information is entirely confidential.

7 Sell yourself

The section entitled "Marketing Information" is effectively your sales pitch. You only have 255 characters to explain your core capabilities and 600 characters for your marketing message. However, you can also upload up to three images to boost your profile.

8 Publish

Finally, CompeteFor will show you a summary page and a final assessment of whether your company is "business ready". Don't worry if it isn't quite there. Your Lloyds TSB relationship manager can offer lots of useful support.

You can also edit your profile at any time, should your details change.

9 Dispelling the myths

Remember, sub-contracting opportunities arising from the London 2012 Games are numerous, with seven tiers of linked services. For example, electric sub-contractors working on the swimming pool themselves require personal protection clothing, specialist tools and vehicles to carry out their work.

Any company working on the Games will also need services such as office furniture, catering and marketing. This is the supply chain. Don't be put off bidding because you believe one of the following fairly common misconceptions:

- **It's all about construction.** In fact, there are numerous related supply chain

contracts in practically every sector and industry, from cleaning and catering to website design.

- **It's just for large corporates.** This is simply not true. A great number of small and medium-sized businesses have also benefited hugely. Over two-thirds (69 per cent) of ODA contracts to date have gone to firms that are micro, small or medium-sized.
- **It's just for London and the South East.** Not so. Contracts awarded have ranged from bridge construction in Belfast to office stationery from Edinburgh and protection equipment produced in Glasgow. 50 per cent of contracts have been awarded to businesses based outside London.

- **It's too late.** It definitely isn't. Direct contracts with LOCOG and supply chain opportunities still abound.
- **Banks aren't lending to businesses.** Yes we are. Lloyds TSB has made £1bn of funding available to help businesses across the UK benefit from London 2012 Games opportunities. Lloyds TSB has a relationship with one in three companies that have won London 2012 contracts.
- **Getting registered on CompeteFor is too difficult.** Thousands of companies sign up every week, and the key steps, outlined here are easy. Those with concerns can speak to other businesses that have already registered, as well as their bank, to learn much more.

Case study: The winning touch



One good example of an SME company that has seized a London 2012 Games supply-chain opportunity through the CompeteFor website is Touch of Ginger. The nine-person business will produce souvenirs, including wallet tools and limited edition playing cards, for corporate and retail customers. Lloyds TSB Commercial provided credit line facilities to meet specific requirements of the contract as well as helping in the initial tendering process. "Touch of Ginger is a fantastic example of a niche company that is going from strength to strength due to a sound business plan and strong management team," says Tony Brown, senior manager for Lloyds TSB.

Case study: Bearer of good tidings

Another winner is Shropshire-based Golden Bear Toys, which is the official manufacturer of soft toy mascots for the Games, but will also make backpacks, key rings and other souvenirs. This company signed a multimillion-pound trade finance deal with Lloyds Bank Corporate Markets.

Chris Pennick, relationship director for the West Midlands, says: "Firms in all sorts of sectors could be winners if they explore the opportunities available to them courtesy of the London 2012 Olympic Games and Paralympic Games.

"Businesses should be deciding now how they will turn these opportunities into sustainable growth ideas and create demand for their products and services."



What next?

Don't just sit and wait! There is much more you can do with CompeteFor as a business development tool, and you could find legacy opportunities to take advantage of.

Since CompeteFor's inception, the London 2012 supply chain has grown, and its uses have developed. Almost all private sector companies in the London 2012 supply chain at any tier/level now use CompeteFor to publish notices for their procurement requirements. Since June 2008, over 7,000 opportunities have been posted by both public and private sector organisations, from sole traders right up to FTSE 100 companies and London 2012 sponsors. Even London-based public sector organisations, such as city councils and emergency services, have implemented the use of CompeteFor for all their procurement, thereby giving companies in the private sector further access to business opportunities. With the development of the Crossrail project and its multi-billion-pound budget, there is clear scope for further use of CompeteFor. Off the back of the London 2012 opportunities, everyone, from major

national civil organisations to local businesses and SMEs, will now benefit from the flow down of sub-contract opportunities. These will be associated with the myriad of works, goods, materials and services that the implementation of many large projects will require. Major contractors are using CompeteFor to address their sustainable procurement agenda, and this will mean that the lower tiers are given more opportunities to tender for packages that might have been harder to access in the past.

As Games time approaches, so does the opportunity for legacy investment. Much focus now has turned to the legacy of the London 2012 Games and other huge international sporting events over the next decade. For example, further contract opportunities will arise through the Olympic Park Legacy Company, which is responsible for planning, developing and managing the Park after the 2012 Games. The Queen Elizabeth Olympic Park and

surrounding area is London's single most important regeneration project for the next 25 years, with over 20,000 residents to be living in the Park by 2030. For instance, the press and broadcast centres will be turned into a new business hub and the Olympic Village will be converted into more than 2,800 new homes.

So don't hold back. The opportunities are now, and the future beckons.

Talk to us

With thousands of businesses seeking work on the London 2012 Olympic and Paralympic Games, it's likely that Lloyds TSB or other parts of the Lloyds Banking Group are already talking to companies with whom you could partner. Your relationship manager might be able to put you in touch.



Meeting expectations

As deadlines are immovable, every part of the supply chain for facilities, events and services must be highly efficient.

With no margin for error, all companies working on the London 2012 Olympic and Paralympic Games will need to review their resources and capabilities carefully to ensure they are able to deliver on time.

The finish date for most projects is fixed – in many cases, this will be at least a year before the Games to allow for test events. However, most of the LOCOG opportunities will need contractors to work up to and including the Games period itself.

As many of the projects and the supply chains involved in them are extremely complex, moreover, companies working on them will need to demonstrate

flexibility and forward planning. Excellent project management will be required in order to respond in a high-pressure environment and deploy additional resources where necessary. For example, you might find that you require additional staff, or staff with specific extra skills, to cope with demand, or you may need to update your invoicing capabilities.

Given the scale of ODA and LOCOG activities, the organisers also need to be able to track spending precisely. It is important, therefore, that businesses working on the London 2012 Games are able to accept corporate procurement and purchasing cards, and are equipped to support line item transactions. Lloyds TSB can help ensure that this is the case. Even if you're only providing services during the events themselves, your payment systems should be up-to-date.

Lloyds TSB is already working with many organisations to help them prepare. (See page 13 for more information.)

Fit to supply? – a checklist

- Can you issue e-invoices and accept e-payments?
- Do you have sufficient working capital to cope with big projects?
- Are your financial systems able to provide detailed management information?
- Do you have formal terms and conditions in employee contracts?
- Could you cope with the loss of key employees part way through a job?
- Are your project management skills and processes fully up-to-date?
- Have you assessed staff skills and capabilities to deliver on the work?
- Have you sought advice from your bank on payment systems, cashflow and improving your financial stability?

Help at hand

Lloyds TSB has experts on hand in all of the areas in the checklist (right). Ask your relationship manager for support.



Sustainability showcase

The London 2012 Olympic and Paralympic Games are aiming to be the most sustainable and socially responsible ever. What role will you play?

Sustainability and corporate social responsibility (CSR) underpins the London 2012 Games, and the success of the events will be measured, to a large extent, by their ability to deliver a lasting legacy for the UK. The organisers are committed to ensuring that environmental impact, local economic development and social renewal are considered at every step of the way.

For example, the London 2012 organisers and stakeholders are working together to minimise the carbon footprint of the London 2012 Games. This will be achieved by minimising the use of, and specifying low-impact, materials; ensuring designs, processes and events are energy efficient; and by specifying recycled products where possible. Commitment to sustainability cascades right down the supply chain. The organisers want to ensure that all goods and services are procured in a way that benefits wider society and the economy, with minimum damage done to the

environment and ecosystems surrounding the sites, and elsewhere.

This is a great opportunity for UK businesses of all sizes to demonstrate their ability to deliver sustainable results.

How does it affect you?

Sourcing – suppliers must comply with the base code of the Ethical Trading Initiative (www.ethicaltrade.org), while contractors sourcing from overseas must ensure their suppliers comply with SEDEX (www.sedex.org.uk).

Materials – effective waste management, minimising packaging and recycling should be priorities for contractors and suppliers.

Minimal impact – suppliers will be encouraged to limit their environmental impact and energy usage. (Visit www.london2012.com for more information on London 2012 sustainability.)

More help and support

Being more sustainable can save you money

and position you for further growth.

Carbon management: a practical guide for suppliers is an easy-to-use, downloadable pdf that gives practical advice on measuring and managing emissions in your business and supply chain. The guide will help you to understand the main issues and work out what your business needs to do. To obtain a copy, visit www.cpsl.cam.ac.uk

However, there are also many opportunities for businesses to showcase their CSR credentials beyond the sporting events and long into the Games' legacy in the UK. A crucial part of that vision is helping local East London communities for the long term, which means investing in facilities and resources, from housing to new jobs and community schemes. In fact, around 14 per cent of contracts awarded by the ODA have gone to companies based in the five London host boroughs. We can help all businesses get ready for the many opportunities as they unfold.



2012 and beyond

A contract with the London 2012 Olympic and Paralympic Games can open doors for your business long into the future.

To conclude, the impact of the London 2012 Games will be felt long after the Closing Ceremonies. Their lasting legacy was a key component of London's original bid to become the host city – and that legacy applies as much to UK businesses as it does to our culture, sport and infrastructure.

Lloyds TSB can help ensure you are fit to enter this competition, which may also pave the way for even more opportunities in the future. The UK has just embarked on its "Golden Decade of Sport", including the Commonwealth Games in Glasgow in 2014, the Rugby League World Cup in 2013, the Rugby World Cup in 2015 and the Cricket World Cup in 2019. You may even be able to put your bidding skills and experience to use on the 2016 Olympic and Paralympic Games in Rio de Janeiro.

- **Experience and exposure** – Preparing your business to tender will deliver long-term benefits. Registering on

CompeteFor exposes your company to a host of opportunities from private and public sector contractors, now and after 2012.

- **Proven fitness** – Working on the London 2012 Games shows potential clients that your company is fit to do business on complex and high-profile projects and demonstrates that you can deliver to tight deadlines. Meeting supplier requirements for LOCOG and the ODA shows that your business can win work from government bodies.
- **Investment** – After 2012, facilities used for training and events will need to be converted for long-term use. The Athlete's Village will become housing, for example. These future opportunities require innovative approaches from

businesses in areas right through the supply chain.

- **Regeneration** – The London 2012 Games are part of a wider and longer-term redevelopment project for East London. Meanwhile, nationwide expansion and the development of all event sites are likely to see new investment and business opportunities.

Building bridges

Through its **Local Heroes initiative** (www.lloydstsb.com/localheroes), Lloyds TSB is already helping young sporting hopefuls to fulfil their potential, and building bridges with local communities. Lloyds TSB **National School Sport Week** (www.schoolsportweek.org), meanwhile, provides free materials to schools to help get them active.

Lloyds TSB

For more information about Lloyds TSB and winning London 2012 Games business visit: www.lloydstsb.com/london2012business

If your turnover is £15m or less, visit:

www.lloydstsbbusiness.com

If your turnover is above £15m, go to:

www.lloydsbankcorporatemarkets.com

Alternatively, speak to your local relationship manager.

Products & services:

Banking solutions A range of products from flexible current accounts with the functionality to support your everyday banking requirements, to longer-term lending and deposit products, all designed to meet your business needs and help you manage all aspects of your cashflow through the cycle.

Payment, trade and card solutions A full range of payment, procurement and trade propositions to help you manage your domestic, international and trading requirements.

eCommerce solutions Comprehensive online and integrated banking solutions to manage your day-to-day information and transaction banking needs.

Deposits A range of bespoke deposit facilities are available (sterling or foreign currency), providing a secure return to meet your investment needs.

Supplier finance Connects large buyers with smaller suppliers, which offers beneficial terms for both. Suppliers benefit from accelerated cashflows at favourable rates for 100% of the contract value.

Risk management As many of the London 2012 Games opportunities are long term, our financial markets experts can help you minimise the risks associated with interest rates and foreign exchange. www.lloydsbankcorporatemarkets.com/products-and-services/risk-management

Asset finance Lloyds TSB's suite of asset finance solutions includes confidential invoice discounting, loans against stock, cashflow finance and contract leasing. www.ltsbcf.co.uk

CardNet Merchant Services The card payment processing business of Lloyds TSB provides advice, systems, payment terminals and integrated solutions to meet all payment needs. www.lloydstsbcardnet.com

Insurance A range of cover is available for companies with a turnover of below £5m. Lloyds TSB can help larger businesses to address their risk needs. www.lloydstsbbusinessinsurance.co.uk

International banking A range of products and services to help you manage global supply chains and overseas offices. www.lloydstsb-offshore.com

Lloyds Development Capital Can provide between £2m and £100m of equity for MBOs, IBOs and Development Capital transactions for UK-domiciled businesses. www ldc.co.uk

London 2012 is a once in a lifetime opportunity. For athletes too.

Useful links & resources

Lloyds TSB – Businesses will find a wealth of information and support on the bank's London 2012 Games website.

www.lloydstsb.com/london2012business

London 2012 – The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG), and the Olympic Delivery Authority (ODA).

www.london2012.co.uk

London Development Agency – The LDA is working with the Olympic Delivery Authority on the delivery and legacy of the Olympic Park site.

www.lda.gov.uk

London 2012 Business Network – A focal point for businesses seeking work around the London 2012 Games. Find up-to-date information on procurement, past and future opportunities and news of events in your area.

www.london2012.com/business

BusinessLink – Provides help to companies throughout England in engaging with the London 2012 Games. www.businesslink.gov.uk

There are similar business support agencies in Scotland, Wales and Northern Ireland.

Nations and Regions Group – Made up of 12 senior representatives from UK business and sport, this group will ensure the whole of the UK is involved in, and benefits from, the London 2012 Games. www.london2012.com (Go to "About us", then "The people delivering the Games").

The Regional Development Agencies – Will ensure that companies across the UK can exploit the available opportunities. www.englandsrdas.com

There are similar business support agencies in Scotland, Wales and Northern Ireland.

CompeteFor – Online brokerage service between buyers and potential suppliers throughout the London 2012 supply chain. www.competefor.com

www.lloydstsb.com/london2012business



The London 2012 Olympic and Paralympic Games are set to give an enormous boost to the UK economy. Of the thousands of UK businesses which stand to benefit, those that act soonest will gain most.

Lloyds TSB, the official banking and insurance partner of the London 2012 Games, can help your business get the most from this opportunity.

To find out more, call 0845 070 3015 or visit www.lloydstsb.com/london2012business



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